



The Board of Directors held a meeting on October 28, 2021.

2021~2022 Operating Results

The Board of Directors reviewed the Financial Statements for the period ending August 31, 2021. On a year-to-date basis, the statements are showing a \$1.7 million deficit and the reason is related to the shortfall in revenue which has been impacted by the pandemic. Expenses for the month of August were within budget. The Hospital has experienced very high volumes in August. After five months, the projected deficit at year end would be approximately \$1 million excluding potential reimbursement for COVID-19 revenue shortfall.

The Balance Sheet is in a healthy condition. The adjusted working capital deficit has grown slightly; however, this is due to a timing of expenses. It is expected that the working capital deficit will return to a positive position by year end.

The Statement of Operations shows that the Hospital's pandemic expenses are up to \$4 million. To date, reimbursement in the amount of \$910,000 has been received from the Province.

COVID-19 Pandemic Response

COVID activity at CCH during wave 4 has been significantly higher than most other areas in Ontario. This correlates with lower vaccination rates in the City of Cornwall.

Our patient volumes have remained high over the past month and a decision had to be made to postpone elective surgeries for two weeks. This decision provided access to bed space (in the day surgery area) and nurses (from the operating room). This was a last resort decision. Elective surgery will resume on Monday, November 1, 2021.

The entire organization has been busy. There has been excellent teamwork across the organization these past couple of weeks to ensure the Hospital gets to a manageable and sustainable position. The Hospital will do everything it can in the time left this fiscal year to address the surgical backlog.

Board Committees

The Board of Directors appointed the following members as board committee officers for 2021-2022:

- Ms. Alice Wilson-Haramis as Chair and Mr. Fernand Hamelin as Vice-Chair of the French Language Services Committee;
- Ms. Yvonne Bakker as Chair and Ms. Rhiannon St. Pierre as Vice-Chair of the Ethics Committee.

Credentialement of Professional Staff Process

The Board of Directors received a presentation regarding the credentialing of professional staff process, which is completed in accordance with the provisions of the *Public Hospitals Act* and Regulations thereunder and the Hospital's Professional Staff Bylaws.

This process begins with the recruitment and application process. The Medical Staff Office initiates recruitment or receives an inquiry from a physician. In conjunction with the Chief of Department, the Medical Staff Office reviews the medical manpower plan. If there is community need, the physician is invited to come for a site visit and meets with the Chief of Department and other members of the department or with a selection committee. An application package is then sent to the applicant for completion.

The application received is submitted to a credentials review process, which includes a request for references and for information regarding the applicant from the College of Physicians and Surgeons of Ontario. The complete file is reviewed by the Chief of Department, the Credentials Committee and then the Medical Advisory Committee. The Medical Advisory Committee has the responsibility of presenting a recommendation regarding appointment to the Board of Directors.

If the Medical Advisory Committee rejects the application, the candidate is informed in writing and advised that they are entitled to a hearing before the Board of Directors if a written request is received by the Board and the Medical Advisory Committee within seven days of the receipt of the letter by the applicant.

In accordance with the *Public Hospitals Act*, the term of appointment cannot be for more than one year. Each year, all members of the medical staff make a written application for reappointment to a group of the medical staff of the hospital in the prescribed form. The Chief of Department conducts a review of the applicant's performance of the past year, and the completed reapplication then proceeds through the same process as the new applications beginning with the presentation to the Credentials Committee.

Recognition

The Board recognized the following teams and individuals:

Ms. Jennifer Barkley and Members of the Diagnostic Services Team for their teamwork, resourcefulness and ingenuity in addressing challenges presented by the pandemic.

Mr. Taylor Campbell, Communications Coordinator, for his excellent work in ensuring timely and effective communication with both our internal stakeholders and our community at large.

The Eastern Ontario Regional Laboratory Association for the responsiveness demonstrated throughout the pandemic, which included the expansion of service.

Ms. Rhiannon St. Pierre, Manager of Health Information Services, for her leadership role in the development of a comprehensive program to mark Ethics Awareness Week at the hospital.

Public Acknowledgement

The Board of Directors decided to publish an open letter to express gratitude for the exceptional efforts and service provided by staff and physicians of Cornwall Community Hospital throughout the pandemic.

Please click [here](#) to read the letter.

Message for Members of the Public

The Board of Directors is also encouraging members of the public to ensure that they and their loved ones are vaccinated against COVID-19 as this is one of the most effective ways to control the transmission of COVID-19 and to reduce the severity of the illness. This would also be a great way to show appreciation and support for our local healthcare workers.



An Open Letter to the Staff and Physicians at Cornwall Community Hospital

Dear Staff and Physicians at CCH:

The members of your Board of Directors at CCH are incredibly grateful for the courage and dedication you have demonstrated over these past 20 months. Your commitment to high quality and compassionate care is beyond measurement.

As clinical frontline healthcare workers we recognize that you make personal sacrifices daily to ensure that the most vulnerable patients are cared for and families are comforted.

We also acknowledge the hundreds of CCH employees working behind the scenes making a difference in every way possible.

It has been a long and stressful time, and we continue to ask our healthcare workers for more. Please know your efforts are not going unrecognized, you have our unending gratitude.

With great certainty, the people of Cornwall and surrounding area, including Akwesasne and the Eastern Counties share our gratitude for your sacrifice during this crisis and we know that we can continue to count on you because this is what you do.

Again, on behalf of the Board of Directors, thank you for taking care of so many. We hope that you find time for your own wellbeing.

Sincerely,

Josée Payette,
Board Chair
Cornwall Community Hospital

Lettre ouverte au personnel et aux médecins de l'Hôpital communautaire de Cornwall

Chers membres du personnel et médecins de l'HCC,

Les membres de votre conseil d'administration à l'HCC sont énormément reconnaissants de votre courage et de votre dévouement au cours des 20 derniers mois. Votre détermination à donner des soins de grande qualité et de compassion est inestimable.

En tant que travailleuses et travailleurs de la santé de première ligne, nous savons que tous les jours, vous faites des sacrifices personnels pour qu'on s'occupe des patientes et des patients les plus vulnérables et que les familles soient réconfortées.

Nous saluons aussi les centaines d'employées et d'employés de l'HCC qui travaillent en coulisse, faisant ainsi une différence de toutes les façons possible.

Ce fut une longue période stressante et nous continuons à en demander davantage de nos travailleuses et travailleurs de la santé. Sachez que vos efforts sont remarqués et que nous vous sommes infiniment reconnaissants.

Assurément, les gens de Cornwall et des environs, y compris d'Akwesasne et les comtés de l'Est, sont également reconnaissants de vos sacrifices durant la présente crise. Nous savons que nous pouvons continuer à compter sur vous puisque cela correspond à ce que vous faites.

Encore une fois, au nom du Conseil d'administration, nous vous remercions de vous occuper d'autant de gens. Nous espérons que vous trouvez du temps pour vous occuper de votre propre bien-être.

Salutations cordiales.

Josée Payette,
Présidente du Conseil
Hôpital communautaire de Cornwall

To our community: you can be there for our local healthcare workers by ensuring that you and your loved ones are vaccinated against COVID-19. Not only is getting vaccinated one of the most effective ways to control the transmission of COVID-19 and to reduce the severity of the illness, it is also the greatest way to show your appreciation and support for our healthcare workers.

Message à notre communauté : Vous pouvez être là pour nos travailleuses et travailleurs de la santé d'ici en vous assurant que vous et vos proches êtes vaccinés contre la COVID-19. C'est l'un des moyens les plus efficaces de contrôler la transmission de la COVID-19 et de réduire la gravité de la maladie, tout en étant la meilleure façon d'exprimer votre reconnaissance et votre appui à nos travailleuses et travailleurs de la santé.